

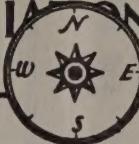
SCHOOL OF SOCIAL WORK

University of Illinois

NEW YORK, CHICAGO

The COMPASS

AMERICAN ASSOCIATION OF SOCIAL WORKERS



March 1938

Development of State Plans for Training Child Welfare Services Personnel

Hazel A. Hendricks

Cleveland's Institute . . . Helen W. Hanchette

Social Work Interpreters . . . Harald Lund

New England Conference . Malcolm Nichols

Employment Practices

Studies Clorinne Brandenburg

Grievance Procedures Leon H. Richman

Staff Layoffs Marion Russell

Volume XIX Number 6

FOUR papers presented at the January 27 meeting of the Advisory Committee on Training and Personnel Problems in connection with the Social Security Act are included in this issue. We are indebted to the United States Children's Bureau and the Bureau of Public Assistance, Social Security Board, for permission to make these papers available to COMPASS readers.



NEW England, home of the Association's first chapter (New Bedford), plans a regional meeting on March 18 in Boston. Details are supplied by Malcolm Nichols on page 16.



INTERPRETATION comes in for considerable attention in this issue. Three articles describe an institute in Cleveland, a projected national study and the point of view of Harald Lund on the subject of "Interpreters of the Future?"



SUMMARIES of discussions held during the February meeting of the Employment Practices Division, prepared by Leon Richman, Marion Russell and Clorinne Brandenburg, which appear in this issue are in a sense a progress report of the thinking of members of that division. We are indebted to Lillian Adler, chairman of the division, for arranging this prompt reporting to the membership.



SEND us the name and address of anyone you feel should know about THE COMPASS—a sample copy will go forward from our office. Non-members may subscribe, as you may know, at the nominal rate of \$1.00 per year.



THE Social Work Publicity Council News Bulletin considers Louis Resnick's article in the February COMPASS "must reading as it contains vital points which ought to be discussed. . . ."

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THE COMPASS

Published monthly except September by
AMERICAN ASSOCIATION OF SOCIAL WORKERS
Publication office 374 Broadway, Albany, N. Y.
Editorial and General office 130 East 22nd St.,
New York, N. Y.

VOLUME XIX

NUMBER 5

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Entry as second-class matter at the post office at
Albany, N. Y., pending

Acceptance for mailing at the special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized June 28, 1924

Subscription: Non-Members \$1.00 per annum. Subscription of members of the Association included in annual dues.

Cleveland Considers Interpretation

Chapter, Welfare Federation and Other Groups Sponsor Institute

By HELEN W. HANCHETTE

WHAT do social workers want said about social work?

Who should say it? Lay people or professional workers, or both?

Where and to whom should it be said?

What should a community program of interpretation include?

These were some of the questions which were discussed in two institutes held in Cleveland in January under the leadership of Mrs. Mary Swain Routzahn, Director of the Department of Social Work Interpretation, Russell Sage Foundation, and sponsored jointly by the Interpretation Committee of the Welfare Federation of Cleveland, American Association of Social Workers, Jewish Welfare Federation, and School of Applied Social Sciences, Western Reserve University. Ninety-three persons, 13 per cent of whom were lay people and the rest social workers including field workers, supervisors and executives, participated in these two day institutes, which proved to be profitable in the interest which they aroused in the interpretation of social work.

Starting from an appraisal of the interpretation now being done in each agency, discussion went on to a division of responsibility in the job of interpretation with recognition of the part that the workers closest to social service in the field can play as well as that taken by executives and board members. There was emphasis all the way through for development of more skill on the part of social workers in writing and speaking and for using the talents of volunteers who had special training along the lines of journalism or art. These institutes left the participants with a definite urge to do something about interpretation and with a broader perspective as to how to proceed.

A general luncheon meeting was held between institutes at which there were present nearly 300 board members, volunteers, interested individuals and social workers. Mr. Marc Grossman, Cleveland attorney, who has been a member of the Board of the Jewish Social Service Bureau for many years and

more recently Chairman of the County Relief Committee, spoke on the subject "Whose Social Work?". His talk was followed by a panel discussion led by Professor Henry M. Busch of Cleveland College on "How Can We Do the Job?".

Mr. Grossman spoke with eloquence and deep conviction of the social problems present in our country today and the crying need for squarely facing the true situation rather than dodging issues or indulging in wishful thinking. He placed a challenge squarely before the social workers, volunteers and boards of agencies for greater leadership in presenting the plight of millions of destitute Americans to the public, with facts and figures to back up such a presentation. He spoke of the tendency to look too narrowly on a given agency without regard to its place in the whole social work scheme and begged that social workers see before them

"an undertaking of national social engineering, of so heroic and mammoth a pattern that to their devotion and self-sacrifice there must be added an inspired vision and from their professional life there must be dropped everything of agency pettiness and community sectionalism."

To lay people he said:

"The kind of partnership between lay and professional groups which will achieve the utmost contribution to society will come out of the recognition and acceptance of the fact that the social worker is a member of a great and distinguished profession. Once the lay group comes to a full understanding that it is participating in a delicate and complex professional undertaking of tremendous import to the nation, competence will at last become the test of board membership in social agencies, in place of family position, tradition and inheritance."

The Interpretation Committee of the Welfare Federation is now at work on the material coming out of the institutes and panel as a basis for determining what needs to be done to improve the job of social work interpretation in Cleveland.

Sub-Committee of E. P. Division to Study Retirement Plans

The AASW Division on Employment Practices has appointed a Sub-Committee on Retirement Plans with the following members:

Helen I. Fisk, Chairman; Paul Blanchard, Community Chests and Councils; Elinor Blackman, New York Jewish Social Service Association; Sybil Foster, Child Welfare League of America; Stuart Stimmel, New York Charity Organization Society; Margaret Wead, Family Welfare Association of America.

The question of private retirement planning in social agencies is one in which the AASW Division on Employment Practices has been interested for some time. The Division as a whole did some thinking on the subject last year which resulted in the paper published in the June 1937 COMPASS.* The present sub-committee has been appointed to study the matter further.

One of the difficulties that social agencies encounter in retirement planning is the fact that most group annuity plans are written for large groups of employees, such as fifty or more, and many social agencies do not have as many as fifty employees. The type of retirement plan offered by insurance companies to large groups is quite different from the type of plan offered to smaller groups, and one of the first concerns of the sub-committee will be the consideration of the provisions applicable to the smaller agency.

Pennsylvania School Appoints Director

The Board of Trustees of the Pennsylvania School of Social Work which is affiliated with the University of Pennsylvania, at a meeting February 8 appointed Karl de Schweinitz as Director of the School. Mr. de Schweinitz on January 5th resigned as Secretary of Public Assistance of the Commonwealth of Pennsylvania. For the past two years he had been engaged in administering unemployment relief and related activities as a State official. Previously Mr. de Schweinitz had for twenty-five years been active in social work with organizations in Philadelphia and New York City.

* "Retirement Planning in Private Social Agencies" by Helen I. Fisk.

Personnel in Government

THE following brief review of a new volume, *Improved Personnel in Government*, prepared by Mrs. Neal Hughes, of the Sociological Department of the Washington, D. C., Public Library and a member of the Washington, D. C., Chapter, was presented at a recent meeting of the Chapter.

The American Academy of Political and Social Science in its *Annals* for January, 1937, made a contribution to thought on personnel qualifications, selection and training, which should be valuable to groups studying that subject. This volume, under the title, *Improved Personnel in Government Service*, is a collection of papers on various phases of public personnel selection and administration. Heading the volume is a series of articles discussing the "Spoils System and Democracy," containing, among others, the following articles: "The Rise and Decline of the Spoils Tradition," by Carl C. Friedrick; "The Cost of the Patronage System," by J. K. Pollock; "Government Without Patronage," by William E. Mosher. These writers indict the use of patronage in government service and illustrate the savings effect by merit appointments.

The second section is devoted to treatment of trends in development of a professional public service. Articles were contributed by Lewis Meriam, Leonard D. White and others.

New techniques of public personnel administration are considered in the third section, such subjects as "Personnel Problems in New Federal Agencies," "Training for the Public Service" and "Essentials of a Model Personnel System" being included.

Accomplishments and trends in reform of public service are treated in articles by H. E. Kaplan, Bruce Smith and Harold W. Dobbs, making up the fourth section, titled "Reform Movement: Old and New."

The last section turns again to general problems of organization and improvement of government personnel with papers on "Qualified Personnel and Why We Should Have It," by Robert L. Johnson; "The Scope of Departmental Personnel Activities," by A. J. Altmeyer, and "Problems and Progress of the Merit System," by W. W. Montgomery. This collection offers many points of view as well as provocative suggestions to the student interested in the solution of problems in this field.

RACHEL F. STAPLES

The Civil Service Assembly, 1313 East 60th Street, Chicago, Illinois, has just issued a 55-page pamphlet "Civil Service Agencies in the United States; a 1937 Census". This pamphlet contains a useful roster of state and local civil service agencies. Copies may be secured through the Assembly at fifty cents each.

Development of State Plans for Training Child Welfare Services Personnel

By HAZEL A. HENDRICKS

Field Consultant, Child Welfare Services,
United States Children's Bureau

SINCE the meeting of the Advisory Committee in Washington on October 19, 1936, many changes have been made in the plans of the States as presented at that time for training workers in the field of child welfare. The States have had an opportunity to clarify their objectives, survey their needs in terms of a long-time program and plan a training program in accordance with these needs.

In States where recent legislation made residence the major requirement for employing staff members, it was often most difficult to find a sufficient number of workers available who had adequate training or experience in the field of child welfare, or in some instances those with a substantial ground work of social service training or experience on which to develop skills in a specialized field. In addition to the States in which legal residence is essential many States are resistant to bringing in outsiders for positions on State staff and very few are willing to use out-of-State personnel for local services. Therefore, States are faced with the need to make provision for improving competency of their workers and quality of work done by staff members in their respective jobs, in order that their ultimate objective of safeguarding the interests of children through better services may be accomplished.

The training problems in the program of child welfare services are necessarily somewhat different from those in the program of Public Assistance. The number of workers employed in child welfare services is considerably less than the number employed in the field of Public Assistance and the work involves services to children in need of special care, and does not include maintenance grants paid in part by the Federal Government. It also seems less difficult to

convince some authorities of the need for skill and training in handling cases of delinquent and neglected children than in the task of what they too frequently refer to as "just determining eligibility."

In outlining factors desirable for inclusion in the education of a child welfare worker, it is assumed that the field of child welfare is concerned with: "(1) Those children whose status as members of their own families is threatened or lost; (2) with the general social forces handicapping or disqualifying parents for their child rearing function; (3) with children who because of social, mental, emotional or physical handicaps are unable to adjust to standards which are approved by society as being normal; and (4) with the forms of care and programs designed by society to supply some substitute for the natural parent."

In the majority of States the administration is well aware of the problem involved in giving competent service and advice in children's cases when people in State and local offices are unprepared for such responsibility. In an effort to strengthen the staff and improve the quality of service the plans of 40 States and Alaska include provisions for training workers in child welfare. Eighteen of the 40 States have provided more than one type of training for their staff members.

Twenty-five States have included plans for educational leave for 2 to 8 qualified staff members to attend a recognized school of social work. In the majority of cases educational leave is for a period of not less than 2 quarters. Child welfare service funds are used as supplementary assistance for workers unable to entirely finance themselves. Amounts vary from \$50 per month to the maximum allowance of \$110 per month. This variation depends, of course, on the ability of the worker to finance himself.

Nineteen States recognizing the value of more adequate supervision in developing capacities and improving the services of the child welfare workers, have added to the staff a special consultant or supervisor of training. These persons working in cooperation with the State field staff, go into the counties for

Presented at the meeting of the Advisory Committee on TRAINING AND PERSONNEL PROBLEMS IN CONNECTION WITH THE SOCIAL SECURITY ACT at New Orleans, January 27, 1938.

varying periods of time to work with supervisors and staff members, using as teaching material current applications and case records, and local community situations. This service supplements what the regular field supervisor is able to do and both the field supervisor and the State director participate in planning for the best utilization of the training supervisor's time.

Because of the difficulty in obtaining qualified child welfare staff to develop rural services to children, 9 States have established training units. In 5 localities where it was possible, these units work in cooperation with an approved school of social work in order that the schools may use such units for field work for a small number of their students who give promise of fitting into a rural child-welfare program. Workers from the staff who attend this unit receive field work training and intensive supervision. A small number of cases (7-15) in which child welfare is the major factor are assigned to these workers by the county welfare office. A quotation from one State plan embodies the general plan of all training units: "Only workers who have had some professional training or who are of unusual promise and eligible for admission to a recognized school of social work will be selected to attend this unit. In no sense is it to be regarded as supplanting the need for professional training, rather it is to give supplementary controlled field work experience to the more promising personnel particularly in dealing with situations where children's problems are involved. A well-qualified supervisor is in charge of the unit. Remuneration of workers receiving such supervision will be borne equally from State funds and from Federal funds for child welfare services." The period of time workers spend in the training units vary from 6 weeks to 5 months. Many factors have been given consideration by the States embarking on this type of training program; among them, the need to provide continued service and follow-up for the cases during the period of shifting in student groups; selection of the community, with regard to its needs and resources; proximity of the unit to a recognized school of social work and equipment for transportation of students for field work.

In 7 States where circumstances made it necessary to employ a number of somewhat inexperienced persons, institutes were planned in addition to another type of training. It was thought that this method would be useful as a means of instruction and orientation in the general objectives of the program, and in methods and procedures for the immediate

job. These institutes were to be under the guidance of an instructor who knows the content of the child welfare field and is experienced in the practical application of theoretical knowledge. This method is not generally acceptable to the States which recognize that it is not a substitute for professional training, neither is it a substitute for intensive and skilled supervision of workers.

Summarizing this material we find that although resources and problems vary from State to State and each State has had to take into consideration the status of its child welfare program in determining methods of training which would seem to be of greatest value to the staff, there has been a definite shift of emphasis from the institute method to educational leave for professional education at one of the recognized schools of social work. There is a demand from workers now employed for training which reaches beyond the immediate job and gives academic and professional status. This in connection with the emphasis upon the need of States to employ trained personnel, is instrumental in the determination of many State universities and colleges to give accredited courses in social work and to eventually develop schools of social work. The problems most frequently presented to us by State and local workers and by State administrators are:

1. The remoteness of certain States from any recognized school of social work.
2. The request for faculty members of schools of social work to give isolated pieces of training or educational material in their respective States or other States for which professional credit could be given.
3. The need for better pre-professional undergraduate preparation which would give social, economic and political data to the student as a basis for professional courses.
4. The great need for thoughtful and well-planned vocational guidance and counselling of undergraduate students.
5. An evaluation of curricula and present facilities for and methods of field work of the various schools of social work to determine whether they are preparing students to adequately meet the demands resulting from the rapid development of social service in the field of public welfare.
6. The need of planning for a period of protected experience (similar to internship) for a young student between school of social work education and full responsibility for a job.
7. Satisfactory methods for interpretation to the community of social work as a profession.

(Continued on Page 17)

Report of the Division of Technical Training

CONSULTATION service by the Division of Technical Training, Bureau of Public Assistance, Social Security Board, has been given on the request of the State agency, to eighteen States, during the period since May 23, 1937. The States thus served were: New Jersey, Michigan, West Virginia, Kansas, Wyoming, New Hampshire, Washington, Pennsylvania, Utah, Colorado, Minnesota, Maryland, Oregon, California, Wisconsin, North Carolina, Tennessee. One of these States, West Virginia, has been visited twice during this period.

The counsel given these States varied according to the respective situations within those States. In each State visited, however, an attempt was made to clarify, not alone the function of our Division as we understand it and the services which the Division has to offer, but, as well, to help the State clarify its thinking with reference to the principles of staff development and also the application of those principles to particular conditions within the respective States. We have come to use the phrase "staff development" as the total concept of a program, using the phrase "in-service training" to refer more specifically to that part of a staff development program which attempts to help staff members on the job better to do their jobs. We have encouraged professional education for carefully selected staff members who indicate potentialities for profiting from such education. Such education of necessity must be under the auspices of schools of social work and constitutes preparation for a field of practice. It should be secured by staff members through educational leave, through part-time work in residence if a school of social work were within geographic reach of a staff member, or possibly, through extension courses from a school of social work. The aspects of the program, as developed through "in-service training" while under the direction of professionally qualified persons using professional skills, is distinctly the responsibility of the agency and should be, therefore, under the agency's auspices. Unlike the function of professional education, the function of "in-service training" is to improve the quality of service of staff members in given positions, and, unlike professional

education, which is for a selected group of persons, should be in general, for the entire staff regardless of their previous education and experience. This is on the assumption that staff members are trainable, which word we recognize has relative degrees of meaning.

We have tried to make clear to States that both of these aspects of staff development are needed if the agency's work is to be improved to any considerable degree and with any continuing results. We have tried to be helpful in making clear that neither the professional education nor in-service training, alone, is sufficient, that the two are not synonymous, that one cannot be used as a substitute for the other, and that training on the job is not a compromise because of the lack of professionally qualified staff. These concepts have seemed important because of the dangers which threaten every public welfare agency: that sound personnel standards will not be established or that such standards will not be maintained if once they have been established, if in-service training is seized upon as a way whereby incompetent persons may be inducted into the agency's service and then (miraculously perhaps!) trained to do the job while on the job.

In counseling with States we have attempted to turn their thinking toward a total staff development program, endeavoring to recognize the needs for individuals and for groups of individuals in the agency's service at various levels: state field staff, county administrators, case work supervisors, home visitors; and then to attempt to plan which would be sufficiently varied and which would be wide and deep enough in its coverage and rich enough in its content ultimately to serve all trainable people on the staff. That is to say, it seems important that the agency direct its thinking towards total needs and possible total resources early in its planning, rather than allowing efforts towards training to be begun without concern for a total program.

As a result of educational counseling with

Presented by Agnes Van Driel, field staff member of the Social Security Board, at the meeting of the Advisory Committee on TRAINING AND PERSONNEL PROBLEMS IN CONNECTION WITH THE SOCIAL SECURITY ACT at New Orleans, January 27, 1938.

any State, it is expected that a description of the fundamentals of the State's program for staff development will be incorporated in the Public Assistance plan submitted to the Social Security Board. As a state Public Assistance plan in its entirety, is an attempt on the part of the state to describe its total assistance program and the means by which that program is to be put into operation, recognition of the need for staff development can reasonably be expected to form a part of the total plan. Such a statement regarding a staff development program including such things as method and content, a competent person to head such services, etc., is important, not merely in itself, but because of the relation which it bears to the organization and operation of the state's whole assistance program.

The content and method of any staff development program we believe can be determined only after the agency has clearly defined its function and objective as an agency. In this regard it is thought that legislation, preliminary organization at least, beginnings of the establishment of policies and procedures, and the beginning of a flow of work, must precede plans for staff development. Most of the States were during the last two years in this preliminary stage of development and some are still in this stage.

Counseling service by the Division of Technical Training is preceded by our own preparation through knowledge of the laws of the State under which the agency operates and of the agency's plan as submitted to the Social Security Board. Our counseling service begins with a discussion with the agency of their organizational structure and function, of their relationship to other agencies serving at State or county level, of personnel standards and personnel qualifications of persons already employed, and of the agency's definition of job function at the various levels. In other words, we believe that any sound plans for staff development must follow administrative lines and must serve to strengthen those lines and to clarify agency function and job function.

We have already indicated the usual ways in which professional education may come to staff members. With reference to educational leave, the Social Security Board has had no funds available, as during FERA, for grants to States for professional education of selected staff members. A few of the States have used State funds for this purpose. More than a few have given leave and encouragement when they could not give financial assistance to staff members who went into schools of

social work at their own expense. In December 1937, the Social Security Board took action allowing the use of Federal Administrative funds for paying salaries of State staff members on educational leave in approved schools of social work. But even in States where there is recognition of need for professional education for staff members, financial shortage is a very real problem towards its achievement. A very few States have left-over FERA funds which can be used for this purpose but in most States the financial aspects of the problem are a serious obstacle to effective planning.

With reference to plans for staff development other than those which should be under the auspices of a school of social work, our attempt has been to help the State begin its program at the point of most basic need—that of strengthening the agency's supervisory service. In this regard we have encouraged the State to follow its already established administrative channels instead of setting up a superstructure or a parallel structure. We have further encouraged as a point of beginning, a strengthening of the already existing administrative procedures which have potentialities for staff development such as staff meetings, field reports, and individual conferences. In this regard an attempt has been made to distinguish between the *form* and the *content and method*. That is to say, there is no doubt but that the mere holding of staff meetings, writing field reports, or holding individual conferences may mean nothing. The important thing is the material of which these are constituted, and the use made of them toward effecting growth in the individuals participating. Help is given the State in thinking toward possible supplements to improve supervisory service, such as directed reading, group discussions, or other tools which may be helpful in particular situations.

In attempting to help a state in planning for improved supervisory service, an effort is made to distinguish between merely improving the quality of service rendered by particular individuals now in the agency and the development of an improved service on the part of the agency as a whole, which will endure even if and when many of the present personnel are no longer with the agency. This implies a recognition of the need for relating a staff development program directly to the day-by-day work, while at the same time distinguishing between a program of staff development and administrative procedure as such.

At the request of several schools of social

work, the Division of Technical Training has conferred with schools on such questions as curriculum content and more frequently on relationships between agency function and school function. This has been very helpful to the Division in enabling us to be aware of school problems and in relating them to agency practice. We have also conferred with colleges and universities, at their request, on preprofessional courses and have reported such instances to the Secretary of the American Association of Schools of Social Work for continuing counsel.

Members of the staff of the Division of Technical Training have participated in the National Conference of Social Work, the Conference of the American Public Welfare Association, and in various State Conferences of Social Work. Participation in the State Conferences of Social Work has usually been either through reading papers, participating in discussions, or through the giving of study courses offered in connection with the conference. The State Conferences in which participation has been had since our last report to this Committee, are: New Hampshire, Kentucky, Wyoming, Michigan.

As was to be expected, the development of training programs in the States has been slow. This has been due to a variety of factors. It has already been indicated that staff development programs of necessity must await, not alone legislation but preliminary steps in the organization of the agency. The pressures of the early organizational and administrative aspects of the agency's program are so great that things which appear less urgent to the State officials quite naturally are often delayed even beyond the time when the State agency would benefit from their introduction. Moreover, this service to the States is by no means obligatory and so the States have not been urged to accept counseling service. Further, we have believed that plans would develop more soundly and more surely if they come in response to the agency's own awareness of need.

We know of few if any States which at the present time could be considered as having a program of staff development in Public Assistance, total in scope and operation. All of the States with which we have counseled are still decidedly in the beginning stages of attempting to develop a program. This has been due in part to reasons just stated.

It is also due to the fact that we have tried to help the agency develop a program of staff development which would be in keeping with and which would attempt to further the objective of the agency. This, of necessity, implies slow growth, since it removes the whole concept of training, as well as its practice, from the emergency level.

As the work of the Division of Technical Training progresses we see with increased clarity the need for continuing close planning and working arrangements with other agencies at Federal level, as well as recognizing the need for close relationships between the State agency administering public assistance and other State agencies. We also see this need for sharing thinking and action with the American Association of Social Workers and, particularly so, with the member schools of the American Association of Schools of Social Work. This brings us to an increasing appreciation of the privilege of having a committee from the schools advisory to the division, in order that we may confer upon common problems leading toward an improved quality of service to those in need.

—

“... The American people have never understood the causes or trends of the economic changes which have occurred during the past six years. Most people still think of what has happened as a temporary lapse from the normal order of things, which has doubtless been pretty hard on a lot of people, but from which we shall come out with little change though perhaps slightly the worse for wear. There is little appreciation that we are in a period of rapid evolution out of which we shall emerge at a different level. The pitch, the tempo and the quality of our living, our industry and our government are being altered as the months and years pass. We must travel a different road in the future from the one which brought us where we are. This new road is so important to our whole people that we ought to be more intelligently aware of the changes that are occurring and have some clearer notion as to our probable future course. . . .”

—*Clearing the Lines of Responsibility*

By William Hodson, Commissioner of
Public Welfare, New York City.

Use of Federal Administrative Funds for Paying Salaries to State Staff Members on Educational Leave

THE Social Security Act provides that grants for old-age assistance and aid to the blind shall be increased by 5 per cent of the amount of assistance, which additional amount may be used for paying costs of administering the State plan. One-third of the cost of administering plans for aid to dependent children may likewise be charged to the Federal Government. Various States have inquired whether the Federal administrative funds so granted may be used to pay the salaries of State staff members on educational leave in schools of social work.

The Social Security Board has established a policy that its auditors will not take exception to the use of Federal administrative funds by States for paying salaries of staff members on educational leave in schools of social work, if the States submit, as part of their State plan, the principal factors which would form the basis of the State's practice regarding the use of Federal administrative funds for educational leave.

For the present, as well as for future submittal of plans, the following suggestions are made as sound principles upon which good administration may be based:

1. It is understood that all States, the District of Columbia, Alaska, and Hawaii will be afforded like opportunity in regard to use of Federal administrative funds for this purpose under the three public assistance categories.
2. The number of workers allowed to go on educational leave should be such that
 - a. A disproportionate use of administrative funds would not be used for this purpose, with other administrative needs of the State suffering as a consequence.
 - b. Continuity of efficient service in the public assistance program in the State as a whole and in all parts of the State will be assured.
3. The method of selection (for example, by committee) of staff members for leave is important, in order to assure the greatest objectivity.
4. Educational leave under the conditions proposed is justifiable only as it serves the program, rather than the individual. In selecting persons who will be allowed educational leave, consideration should be given to
 - a. The best interests of the State's public assistance program as a whole. This would include recognition of such factors as possible selection from different levels of service (county worker, county director, case-work supervisor, etc.) and selection of workers from various localities in the State.
 - b. The individual's own potentialities for profiting by educational leave.
 - c. The individual's value to the agency as demonstrated during a period of service of sufficient length to warrant an objective evaluation.
5. The schools which State staff members will attend should be only those which hold membership, at the time of staff member's going, in the American Association of Schools of Social Work, or schools which meet the standards set by that agency for such membership. (The American Association of Schools of Social Work is the association set up in 1919 by the various schools of social work as their standardizing agency.)
6. It should be understood that the persons allowed educational leave will return for service to the State public assistance program for a reasonable period following their educational leave, in the best interest of the State program.
7. Completion of the professional course in a recognized school covers at least a period of 2 years. Because of this fact, we recommend that the length of the leave taken, in the case of staff members who have had no previous professional education, should not be less than an academic year. If a staff member selected for educational leave, has had

previous professional education, less than an academic year's leave may be considered.

8. It is understood that these recommendations concern only the payment of salary to persons already on State or local staffs while on educational leave. This would exclude, therefore, the payment of moneys by a State directly to an educational institution for any purpose whatsoever.

Paper read by Jane Hoey, director of the Division of Public Assistance, Social Security Board, at the meeting of the Advisory Committee on TRAINING AND PERSONNEL PROBLEMS IN CONNECTION WITH THE SOCIAL SECURITY ACT at New Orleans, January 27, 1938.

Scholarships and Teaching Fellowships for Training in the Field of the Education of the Handicapped

Teachers College, Columbia University, offers for the year 1938-39 a limited number of scholarships and teaching fellowships for graduates of normal schools and colleges and for teachers now in service in fields of the handicapped who wish to continue their study programs in a combination of courses given at Teachers College, Columbia University. These scholarships are open to teachers and workers in the following three fields: (1) teachers and administrators in special institutions for the physically, mentally, or socially handicapped—for example, in institutions for the education of the blind, the deaf, the crippled, and the mentally handicapped; (2) nurses, social workers, psychologists, psychiatrists, vocational counselors, placement officers and administrative officers in public or private agencies dealing with the education, rehabilitation, and vocational placement of the handicapped; and (3) teachers and supervisors of special classes for the physically or mentally handicapped in public or private schools for the general school population.

Scholarship awards may include tuition, maintenance, and cash stipends. The amount of the stipend will vary with the individual case. Scholarship awards will be based solely on the merits of the applicant and the amount of money available for grants. Appointments

Facts About the Association

Sales of the Association's four latest publications during 1937 totalled 2006 copies divided as follows: Unemployment and Its Treatment in the United States, 660 copies; This Business of Relief, 408 copies; Four Papers on Professional Function, 767 copies; Directory of Members, 171 copies. Proceeds totalled \$1,541.06.

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"The Association's By-Laws may be amended, altered or repealed", it was pointed out at a recent meeting of the Conference Committee, "by a two-thirds vote of a delegate meeting, or by a two-thirds vote of the membership in a vote by mail, provided that a *notice of the proposed alteration, amendment or repeal shall have been given to the membership not less than thirty days prior to the date of the vote on the question.*"

▲
Approximately 500 changes of address each month are registered with the national office, according to a recent check of office routines. Each change requires five separate operations: an acknowledgment of the receipt of the notification in the form of a notice to the old chapter in the area from which the member is moving; a notice to the new chapter (if in chapter territory) into whose area the member plans to locate; cutting a new addressograph stencil; transferring payment records; and correcting two chapter lists in the billing department.

are made for one year on a probational basis, but may be canceled at the end of any session in event of inferior work.

Programs of study may be arranged leading to the degree of Bachelor of Science, Master of Arts, Doctor of Philosophy, or Doctor of Education, and/or an appropriate Teachers College professional diploma. The requirements in general for degrees and professional diplomas are stated in the Teachers College Announcement.

Application forms for scholarships and fellowships may be obtained by writing to Professor Merle E. Frampton, Teachers College, Columbia University, 525 West 120th Street, New York City. Applications must be filed not later than May 1, 1938.

Principles Underlying a Staff Development Program for a Public Assistance Agency

(1) Every social agency will recognize the need for carrying on a well-organized program of staff development which includes all members of its entire staff. This statement, however, concerns itself only with workers engaged in the social service aspects of the agency's work—not with clerical, auditing or other staff employees. (2) The term "staff development" as used here designates the total training program for the above-mentioned personnel; "in-service training" as used here is only one part of such training program. (3) Any program of staff development should be predicated upon the assumption that every possible attempt has been made at securing staff well-qualified by general and professional education and experience.

- A. A program of staff development should be planned so as to include all staff members, recognizing that different services will be needed for different groups of individuals, and also that certain groups of staff members may have greater need of help than others.
- B. A well-rounded program for staff development in any agency must give consideration to the following types of education which may be appropriate to the needs of some or all of the individuals engaged in the service of the agency.

1. Professional education for carefully selected staff members.

This education which prepares for a field of practice, carries professional education credit, is a part of regular curriculum content, and is to be secured in approved schools of social work (member schools of the American Association of Schools of Social Work). The most effective means is through educational leave for full-time work. In a lesser manner part-time attendance for workers at an approved school of social work, and under special circumstances, extension courses may serve a purpose. With the challenge of an ever-growing job under changing situations, there is continuing need for each person to acquire more professional competency through advanced study for general or specialized services. This is true of graduates of schools of social work as well as those whose professional education has been for a limited period.

2. Preprofessional preparation.

While it is expected that staff members will have a background of general education which will make it possible for them to take professional education when the opportunity presents itself, some consideration should be given by the agency to individuals who have potentialities for growth, are of value to the agency, and who are close to the completion of their undergraduate work. These staff members should be given guidance in the selection of courses toward the completion of their preprofessional education in order later to qualify for professional study. In these cases the agency assumes no financial responsibility.

3. In-Service Training.

a. In-Service Training implies an attempt to secure growth on the job, with increased capacity for doing that job. It is neither synonymous with, nor a substitute for professional education. Neither is it a compromise, because of the lack of professionally qualified staff. Indicating that In-Service Training is not synonymous with professional education, does not imply that persons directing such training, nor perhaps even those participating in it, are not of professional status. Neither does it imply that the professional standing of the agency may not be improved by a good program of In-Service Training. In-Service

Training implies preparation for function, not preparation for credit.

b. Because In-Service Training aims to improve the quality of work done by respective staff members in their respective jobs, its plan, direction, and control should be under the auspices of the agency, rather than a school or other interested group.

c. The content and method of an In-Service Training program should be in keeping with its function and objective.

(1) Since its ultimate purpose is to improve the quality of service rendered clients and community by the agency, it is obvious that a program of In-Service Training must follow administrative lines and must strengthen administration. This implies necessity for clarification of agency objectives and job function, before an In-Service Training program is planned, if the program is to be indigenous to the agency in respect to the agency's nature and needs.

(2) It implies also, necessity for planning the program in accord with the capacity of staff members to grow and for those in administrative and supervisory positions, capacity to promote growth in others.

(3) Reasonably, in planning an In-Service Training program it would seem sound to begin at the point of most basic need—that of strengthening the day-by-day supervisory service of the agency. This logically should begin with the State field staff, through discovering and meeting their needs through such potential tools of supervision as staff meetings, field reports, and individual conferences, all of which are, themselves, a part of good administrative procedure. Presumably, this strengthening of the State field staff in their supervisory responsibilities, should enable them to help those workers at regional, county or local level whose work they supervise, to an improved quality of service, and so on, through the chain of service which binds the agency together. This process of staff development represents a two-way channeling of needs and of helps toward meeting those needs, if supervision in the true sense of the word is in effect. This further implies the recognition of In-Service Training as a continuing process, directly integrated with the agency's regular services, rather than being a detached program brought to the staff of the agency, but having little direct relationship to their day-by-day work.

(4) Supplemental tools such as group discussions, directed reading, classes and courses not for professional education credit, may be planned as required, to meet special staff needs as related to specific agency function.

C. Usually in a large agency with a heavy case load and many responsibilities carried by the administrative and supervisory staff, a person added to the staff to initiate and develop plans for a staff development program, is necessary. Such a person, besides being professionally well qualified by education and experience in the field, should also have the capacity for stimulating growth in others. If he has been brought onto the staff specifically for staff development purposes, then it must be recognized that he is not to have administrative authority in relation to the staff, closely tied as his work must be to agency administration. This implies that the services of a Training Supervisor will supplement—not supplant nor supersede—the efforts of the administrative staff whose time is inevitably crowded with many responsibilities, of which supervision is only one.

Presented by Agnes Van Driel, field staff member of the Social Security Board, at the meeting of the Advisory Committee on TRAINING AND PERSONNEL PROBLEMS IN CONNECTION WITH THE SOCIAL SECURITY ACT at New Orleans, January 27, 1938.

Social Work Interpreters of the Future?

The Second of a Series of Discussions
of This Pertinent Question

By HARALD LUND

THIS question of social work publicity, interpretation, or whatever designation suits the taste, is an illusive one. Most discussions call to mind the old story of five blind men each describing the elephant from the point of view of his own immediate contact and each giving a completely different account.

In his discussion in the last issue of *THE COMPASS*, Mr. Resnick has the elephant by the tail and never recognizes the whole animal. He is not to be blamed for this, because the animal is a peculiar one which no hunter so far has tracked to its lair.

The difficulty arises out of the fact that we are talking about an aspect of social work, and there is little agreement on just what that term covers. It may be that until we are certain about the functions of social work itself, the kind of training essential for its practitioners, and where they shall come from, that we will have difficulty in determining where social work interpreters shall be obtained. In the meantime, the matter is worth discussing because the fact is that we must have functionaries whose job it is to gain public understanding and acceptance of at least as much social work as the current situation urgently requires.

I gather that Mr. Resnick thinks that social work is the major factor in present-day society. "A profession," he says, ". . . which has . . . in a very substantial sense saved the country from disaster. . . . Social workers . . . did more to pull America out of the depression and to avert disorder . . . than did any other group." I think this might be considered an over-evaluation. Where were social workers while we were getting into the present mess? But accepting as much of his estimate as we can, the implication is that social workers in general today really are well-qualified for their jobs, by formal training and experience, as well as by natural aptitudes.

*Several people in the field were asked by *THE COMPASS*: "Where Will Social Work Interpreters of the Future Come From?" Louis Resnick, director of the Informational Service, Social Security Board, led off the discussion in the February issue. Harald Lund, assistant general director of the Family Welfare Association of America, presents his viewpoint in this issue. The April issue will bring you the thinking of Mary Swain Routzahn, director, Department of Social Work Interpretation, Russell Sage Foundation.*

This being the case, why should a similar background be so terribly inadequate for those who are to do the interpretation of social work? Surely, the most important factor both for the social worker and the interpreter must be a broad perspective and thorough understanding of the matters with which he deals, namely, social-economic complexes and the human beings who comprise them. Specific techniques follow this in importance; these vary for the different kinds of practitioners and for the interpreter, but I cannot believe that the techniques of publicity are so difficult that they cannot be mastered by the trained social-worker who has sufficient interest to bite into them. How to write a newspaper story, a pamphlet, a radio

skit, a movie script; how to sense the status of public knowledge of social work in its various forms, and how to select the proper time, place and channel by which to convey to the public as much information as can be effectively presented at the moment: These techniques may be subtle and difficult but certainly no more so than the techniques of social case work, group work, or community organization. And they are not much good unless behind them is a sure knowledge of the content of social work. A school of journalism cannot guarantee to turn out journalists of any consequence; it can merely give an added facility to men who already have something to offer. Our best journalists have had little to do with schools of journalism, but this does not mean that they might not have benefited from the contact.

It seems clear that the best interpreters of social work will come from the schools which attract the best potential social workers, and that they will add their publicity techniques to the solid background of understanding about social conditions and the approaches which social workers are making to them. If these interpreters can manage to squeeze in some courses in journalistic or public relations technique on top of the fundamental training, all the better. But this is secondary. Turning out copy is the least of the interpreter's job. Knowing what to say, where to say it, and by what devices, is primary. A consistent program in regard to specific situations, persistently advanced by joint effort, may be worth more than a bale of copy. What sense can we really make of the statement that interpreters must be "people who by educational background, experience, temperament and personality" are "equipped to carry on in the techniques of public information and education—not in the techniques of social work."

Mr. Resnick may be led astray by the particular needs of the Social Security Board Information Service which he heads. He cites his experience there as an example of the approach which must be made to social work publicity. This is indicated by his predilection for the term "information service specialist," and his definition of interpretation as a process of "handing out information." I am sure that handing out information is important, but I am not sure that it is interpretation. Mr. Resnick thinks that his staff has sold the American public on social security. Perhaps it has, but this hardly explains the enactment of social security legislation before the informational staff was in existence. There is no doubt that an excellent, efficient job has been done, but neither is there proof that more of what it takes to make a good social worker might not have been a great asset in the interpretation of social security. It is doubtful that there is yet a solid mass support or understanding of the social security concept, and the proof of this is the fact that there is only a fifty per cent coverage of workers, that benefits are on an exceedingly low level, and that the greater part of the financing burden falls on the worker himself in the long run. There is still a big job of interpretation to be done which will not be accomplished merely by handing out information, however efficiently this is done.

Mr. Resnick points out the danger of tying up interpretation with money-raising and also the tendency to promote specific agencies or movements in the public favor, at

the cost of obtaining a genuine understanding. These are common shortcomings which arise from the background of social work in this country. The dependency of social work on the very social-economic system which produces the end results it is called upon to treat is an old story. Through the development of public agencies we can rightly hope for a somewhat greater freedom, because the responsibility then begins to fall back on the whole community where it belongs. This should be an incentive for the development of keener methods of interpretation than have been possible so far in the private field, but it should not mean that we give up interpretation of social conditions and confine ourselves to handing out information in the best press bureau style.

The big job really is not to sell social work, however great a factor it may have been in saving the country. Mr. Resnick deplores the fact that the "profession . . . has received not the slightest credit for this accomplishment." This should not disturb us. Medicine won its place not by high-powered publicity methods but by a genuine development of the art and science of medicine. Education is needed for the application of what the medical profession knows. Social workers will win places in the hearts of their countrymen to the extent that they have a specialized, useful knowledge to offer. The interpretation job is to lay bare the needs and conditions with which social workers are attempting to cope, and to show to what extent they can cope with them effectively. This difference in the emphasis may be slight, but it is important.

To come back to the main point, I cannot feel that it is desirable to put too much stress at the present time on the training of publicity people, information service experts, or interpreters of social work as such. The requirements should not be too rigid. It is better that the standards of social work training in general should first be advanced, and the field more clearly defined. Otherwise we may find ourselves with a corps of interpreters so smart and efficient that they will oversell the field and drive social workers frantic trying to make deliveries. I put my faith in interpreters well steeped in social work, challenged by the need, to become adroit at using the many existing channels of public information and education. In that way they will be using publicity techniques, instead of being ensnared by them.

It is a temptation to pull into the field people who are technically trained in publicity and newspaper work. This looks like

(Continued on Page 27)

New England Area Conference

Meeting in Boston, March 18th, to be
Sponsored by Four Chapters in Area
Dorothy Kahn, Walter West will speak

By **MALCOLM NICHOLS**

HERE are four chapters of the association in Massachusetts; in Boston, Southeastern Massachusetts, Worcester and Western Massachusetts. For several years they have joined in holding a meeting at the time of the annual State Conference of Social Work. These meetings generally have been well attended, but it has become increasingly difficult to find a suitable time for them in a busy conference program, especially when the conference changed the time and place of its meetings and thereby secured a much larger attendance than it had in earlier years.

The representatives of the four chapters, therefore, decided to abandon the plan of meeting at the State Conference this year in favor of an all day conference with a carefully planned program which it was hoped would be attractive to members of the association throughout New England.

There are two chapters in New England in addition to the four in Massachusetts. These are in Connecticut and Rhode Island, both statewide in their membership. In Maine, New Hampshire and Vermont there are no chapters. The members in this territory number about thirty, rather evenly divided among the three states. All of the New England states have much in common. This is particularly true of their public welfare programs and problems. While it is planned to devote one session of the conference to the consideration of a state program for Massachusetts, the discussion in this meeting should have more than local application and should be of interest to those from the entire section of the country.

Massachusetts has an antiquated public relief system, older and more resistant to change perhaps than similarly antiquated systems in other states. Its ancient settlement laws are more strict in their provisions and more complicated by virtue of three centuries of varying interpretations through court decisions than those of any other state in the Union. This fact and others have been matters of concern for some time. The American Association of Social Workers in Massachusetts, however, has had no program and no policy comparable to that of the association nationally in the field of Federal Relief. It

has seemed desirable, therefore, to develop one and the Divisions on Government and Social Work of the four Massachusetts chapters are working on it with a view to presenting the results of their thinking at the coming conference. The meeting to be devoted to this subject probably will take the form of a panel discussion led by the members of the Divisions on Government and Social Work of the four chapters.

There will be a luncheon meeting at which meeting Miss Dorothy C. Kahn is to be the speaker. Her subject is to be "The Social Worker in Governmental Agencies." At this meeting there will be a report from a committee representing the four chapters on the matter of the formation of a state council. The need for some form of statewide organization of this kind has been shown for some time, as there has been relatively little cooperation among the chapters in matters of concern to the whole State. Each chapter has concentrated more or less on its local problems.

The afternoon session is to be devoted to matters of general interest to the association throughout the country, but it is hoped that particular attention will be paid to New England, which with its four local chapters, two state-wide chapters and non-chapter territory consisting of three contiguous states, all within a relatively small and thickly populated geographical area, presents problems of unusual interest from the standpoint of the development of the association and the opportunities of its members to participate in its work.

Following is the program of the conference:

PLACE

Twentieth Century Club, 3 Joy Street, Boston

DATE

Friday, March 18, 1938

GENERAL CHAIRMAN

Mrs. Alice Fosdick, Chairman of the Worcester Chapter

MORNING SESSION

10:30 A.M. to 12:30 P.M.

Presiding — Miss Harriet L. Parsons, Chairman of the Division on Government and Social Work of the Boston Chapter.

Subject — Government and Social Work.

Consideration of a State program of Public Welfare for Massachusetts.

Discussion will be on the basis of a report submitted by the Divisions on Government and Social Work of the four Massachusetts Chapters.

LUNCHEON

1:00 P.M. to 2:30 P.M.

Presiding — James J. McGuinn, Chairman of the Southeastern Massachusetts Chapter.

Subject — The Social Worker in Governmental Agencies.

Speaker — Miss Dorothy C. Kahn, Executive Director of the Philadelphia County Relief Board, former President of the American Association of Social Workers and at present Chairman of the Association's Division on Government and Social Work.

At this meeting action will be taken on a report of a committee representing the four Chapters of which Mr. McGuinn is Chairman, with respect to the formation of a State Council.

AFTERNOON SESSION

2:30 P.M. to 4:00 P.M.

Presiding — Miss Jennie F. I. Dixon, Chairman of the Western Massachusetts Chapter.

Subject — Matters of Interest and Concern to the Association nationally and in New England.

Speaker — Walter West, Executive Secretary, American Association of Social Workers.

First Paper in New Series on Use of Social Data Now Available

A paper entitled "Use by a State Agency of Social Data About Recipients of Public Assistance," presented at the American Public Welfare Association Conference, Washington, D. C., December 11, 1937, by John M. McCaslin, statistician of the Indiana Department of Public Welfare, is now available as the first of a series on relief statistics, published by the Joint Committee on Relief Statistics of the American Public Welfare and Statistical Associations, under the editorship of Ralph G. Hurlin.

Mr. McCaslin's paper is not only timely but of sufficient depth and broadness to warrant universal reading. The simplicity with

which the material is presented makes it comprehensible to a person having no knowledge of statistics and, at the same time, it has the added virtue of supplying and crystallizing concepts which are of interest and use to the experienced statistician.

Effective use of statistical data is the central theme of the paper. Questions raised include: To whom should the data be presented; What are the basic media for presentation; What can be done to make the presentation readable; What space should be given to methods of collection and to methods of analyses; and, What can be done to maintain interest in a periodical? In answering these questions, Mr. McCaslin draws upon his personal experience and offers worthwhile suggestions as to the many possibilities of presenting social data, without regressing to routine and uninteresting reporting.

The imagination of a seasoned statistician as well as that of a less experienced worker may well be stimulated by the many ideas expressed in the paper. Effective use of certain suggestions may dissipate the objections or indifference with which statisticians are frequently confronted, and the paper will undoubtedly prove interesting and profitable reading to relief administrators as well as statisticians.

SAYA S. SCHWARTZ

Development of State Plans for Training Child Welfare Services Personnel

(Continued from Page 6)

8. The necessity of having people go into counties, especially rural counties, equipped to give intelligent generalized service. One central thought runs through all State programs for C.W.S.—the fundamental importance of the family home. Adequate family service is recognized as the foundation of any child-welfare program.

9. Rural and urban people are not inherently different, but the different conditions under which they live do influence their methods of thought and action; therefore, should there be a specialized type of training for the social worker in rural areas or is the question rather one of personal qualifications of a worker?

These are some of the problems most frequently discussed by the States when they are planning their training programs and upon which they would greatly appreciate receiving assistance from this Advisory Committee.

Studies Relating to Employment Practices

Summarized By CLORINNE BRANDENBURG

The following summary of a paper and discussion of available studies on the subject of Employment Practices was presented at the February meeting of the National Division on Employment Practices in Chicago, February 2nd and 3rd.

Of particular interest to individuals concerned with personnel practices in social agencies are two theses: one, "Tenure, Training, Duties, and Compensation of Detroit Social Workers, 1936," by Miss Cecile Whalen, soon to be published by the School of Government Research, Wayne University; the other, "Employment Practices in Six Social Case Work Agencies in St. Louis," which has been supervised by the School of Social Work, Washington University, and is being presented as a Master's thesis by Alice McCabe.

The first study was done by means of a questionnaire drafted by a local personnel standards committee of the American Association of Social Workers. This committee submitted the proposed schedule to executives of various agencies, who made suggestions and corrections. The committee then submitted the revised schedule to 44 agencies, public and private, whose executives and social service staff filled in the individual information, returning 516 schedules to the committee. The questionnaire was to be filled out by those supervisors and executives who were in touch directly or indirectly with clients. Each was completed by the staff member and returned unsigned to the executive. Of the 765 questionnaires which were distributed, some were rejected by the agency executive because the staff member was not in close touch with clients. The agencies invited to participate were selected from the membership list of the Council of Social Agencies, and other Detroit Social Work agencies. They were chosen on the basis of their employment of social workers on their staff. The questionnaires were checked, coded, and tabulated by the International Business Machine Corporation, the cost of which was borne by the Council of Social Agencies and the Detroit Chapter of the

American Association of Social Workers. The statistical data was then submitted to Dr. Lent Upson, of the graduate school of Wayne University, and was used by Cecile M. Whelan for her Master's thesis. The study seeks to present the actual salary situation in Detroit, and seeks the basis upon which these salaries were defined.

The second study, which also used questionnaires which were sent to individual staff members, is concerned with the question of preparation for the job only as it relates itself to the salaries, duties, vacations, etc. of the various workers. The purpose of the study is to assemble and analyze information relating to procedures for employment, duties of employees, opportunities for promotion, degrees of supervision, rating methods, tenure, hours of work, vacations and leaves, salaries, insurance, pensions or retirement assistance, opportunities for staff participation, staff recreation, freedom of speech, and methods of severing the employment relationship. These procedures, as found to exist in St. Louis, will be compared to standards in the field of professional work in general to the extent to which such standards exist. The study is one of administrative procedure in which the statistical method of approach is supplemented by interviews to obtain information of a qualitative nature to which the statistical method is not applicable. The questionnaire has been used to obtain information from the individual worker and executive, while interviews with executives obtain the information relating to general agency policies. A uniform outline is being followed regarding basic points to be covered in the interviews which will relate in general to the topics stated in the questionnaire. Employment practices in all groups of professional case work agencies are being studied, which include agencies for each of the largest case work fields. Since 85 per cent of the workers in St. Louis agencies, which are members of the Community Council, are employed by family, children's and medical agencies, the study was arbitrarily limited to them. All institutional and group work agencies were automatically excluded. Only those professional case work agencies whose existing

standards were in some manner approved and whose staffs consisted of not less than five people were selected for study. Both sectarian and non-sectarian and public and private agencies have been included. The entire paid professional staffs as of the present were studied, which included both executive and non-executive workers as well as specialists employed by the agencies, such as legal advisors, home economizers, employment workers, etc. Each person was assured of the confidential nature of his replies, and questionnaires were indicated by symbol only. Questionnaires were distributed to case workers and returned in sealed envelopes by and through a case worker selected by the staff, following a staff meeting at which the scope and purpose of the study was presented, rather than through the executive of the agency. Questionnaires were distributed to executives and specialists by the person making the study and returned directly in sealed envelopes. Although the study was supervised by the School of Social Service Work at Washington University, and is to be used as a Master's thesis, the writer of the survey requested the St. Louis Chapter of the American Association of Social Workers to sponsor the study, partly because the idea of such a study was an outgrowth of early discussions in its own employment practices committee, and partly because it was felt that the association sponsorship would lend the kind of status that might make the study more usable to both executives of agencies and employees.

In Chicago, a subcommittee of the Personnel Practices Committee of the Chicago Chapter of the American Association of Social Workers is at the present time involved, with the assistance of a graduate student, School of Social Service Administration, University of Chicago, in making a detailed analysis of questionnaires on personnel policies and practices in social agencies, which were gathered by the Department of Statistics and Research of the Council of Social Agencies from member agencies. The material was secured originally for analysis and presentation in the Social Service Year Book issued by the Council. The subcommittee is, however, making a more intensive analysis of the material, and plans to follow this study by a similar study at a later date, so that it may be possible to know the improvements that have been made in personnel practices over a period of time.

The questionnaire that is being used by the Chicago Committee was sent to the executives of the member agencies of the Council, and did not attempt to secure any information on qualifications of staff or salaries. It was confined to questions regarding vacation practices, working conditions, methods used in the employment of staff members, sick-leave, leave of absence, insurance and benefits, separation from staff, etc.

The Personnel Standards and Employment Practices Committee of the Twin City Chapter of the American Association of Social Workers is also making a study relating to employment practices in social agencies by means of a questionnaire which will be sent to executives for consideration a few days prior to a conference with the executive when members of the committee will come for a conference, and will at that time fill out the questionnaire.

Information regarding this study may be obtained from Miss Helen E. Hayden, Supervisor of Field Staff Division of Public Assistance, State Board of Control, 305 Edmond Street, St. Paul, Minnesota.

Another study which should be mentioned is one that has been made by the Employment Practices and Personnel Standards Committee of the Milwaukee Chapter of the American Association of Social Workers.

Information regarding this study may be obtained from Miss Meta Bean, Director, Medical Social Service Department of the Wisconsin Anti-Tuberculosis Association, 1018 North Jefferson Street, Milwaukee, Wisconsin.



Executive Committee Meets

The Executive Committee met Friday and Saturday, February 25 and 26, at the Gramercy Park Hotel, New York City. The agenda for the two-day session included reports from the following committees: Ad Interim, Sub-Committee on Technical Requirements, National Membership, Special Committee on Functional Relations between AASW and the JVS, Sub-Committee on Section Six, Special Committee on Personnel Project, Division on Government and Social Work, Special Committee on Structure and participation, Chapter Organization and Programs and Conferences Programs. Linton Swift, president, presided.

A Discussion of the Association's Grievance Procedure

Summarized By LEON H. RICHMAN

The following summary of a paper and discussion of the Association's Grievance Procedure was presented at the February meeting of the National Division on Employment Practices in Chicago, February 2nd and 3rd.

- I. Does the Association concern itself only with professional competence or does it concern itself with the security of the worker as well, in considering a grievance?
- II. Is it within the jurisdiction of a Grievance Committee to challenge a supervisor's evaluation which results in the discharge of a worker?
- III. Should the Association accept the grievance of a member who has also appealed to other groups (union or political)?

The Division believes that competence and security are not mutually exclusive. Once the principle of competence is accepted, security is established for competent persons. Since competence is consistent with the development of sound social work, it is easier to interpret to the public and therefore also adds to the security of the worker. It is important, however, that the Association be alert to prevent competence from being used as a means of rationalizing discharge of employees.

Periodic evaluations by competent supervisors are considered the best safeguard and invaluable evidence of professional competence. An agency which lacks adequate provisions for evaluation lays itself open to question regarding any discharge. It is the responsibility of the Association to stimulate agencies to develop a system of periodic evaluations as a part of their office routine.

If a worker questions a supervisor's evaluation, there should be machinery within the agency to review the worker's complaint. Inasmuch as there are not as yet well defined criteria for evaluation, it is not possible for a group outside of an organization to question a supervisor's evaluation of a worker.

When a grievance is brought to the Association, the primary responsibility is to determine if competence is involved and whether professional practices have been violated. Within this defined area of responsibility, the Association has authority to function regardless of the activities of other groups on the same grievance. It is possible in many instances to work with other groups in areas where our interests and objectives converge.

The personal conduct of a worker subsequent to his discharge should not influence the acceptance or rejection of his grievance. Passing judgment on the personal conduct of an aggrieved person is not within the jurisdiction of a Grievance Committee. It is, however, a matter of concern to the entire Association. For instance, a social worker who uses political influence for reinstatement, violates the principle of the merit system, and thus functions unprofessionally. There is no difference in the use of a non-merit principle to regain a job than there is in using a non-merit principle in securing one.

The whole question of the responsibility of social workers to the profession of social work and to their professional organization requires further thinking and clarification.

"... We have seen the unemployed searching the elusive job day after day, literally from shop to shop; following vague rumors across the city and out of town; haunting old employers; turned brusquely from employment agencies; avoiding humiliating contact with curious neighbors; and later returning, footsore and grim, to a silently inquiring household. The uppers of shoes part from soles worn through by tramping pavements. Clothes essential to a decent appearance fail to hold together. Faith in a job or even in the capacity to hold a job may weaken, health may be impaired through enforced neglect, but nowhere do we see in our daily experience that revelling in idleness with which the myth darkly charges the unemployed."

—*Relief and the Struggle for Independence*
By Grace Marcus.

Releasing Staff During Enforced Layoffs

Summarized By MARION RUSSELL

The following paper and discussion was presented at the February meeting of the National Division on Employment Practices in Chicago, February 2nd and 3rd.

In November 1937 the public agency in Chicago was faced with the necessity of laying off a proportion of its staff in order to continue to operate within an eight per cent allowance for administrative costs. During a special meeting of the Personnel Practices Committee of the Chicago Chapter on November 7, 1937, there was discussion centering around the proposed lay-off. At this time the question was raised as to the stand of the Chicago Chapter concerning a desirable method of releasing staff in an enforced lay-off.

The Personnel Practices Committee of the Chicago Chapter had previously recorded its conviction that competence and merit should be the deciding issue in the laying off of staff workers. It was known that the public agency was releasing workers on the basis of merit based on periodic evaluations. There was some lack of clarity relative to the status of workers who had been employed three months or less by the agency. It was generally understood that the latter were not to be considered in the pending lay-off, the assumption being that these individuals had not had sufficient time to demonstrate the quality of their work which precluded the possibility of an evaluation. It was recognized that these same people would be evaluated at a later time and would then be retained or released, as the case might be, on the basis of skill and performance.

The question was raised as to whether seniority or tenure would receive any rating. The procedure of the public agency with respect to evaluation apparently gave no rating for tenure on the job as such. Several members of the Personnel Practices Committee expressed the point of view that in cases of equal competence on the job, tenure should count for something. Others felt that preparation and performance constitute the most reliable measuring stick in the matter of de-

termining competence although it was recognized that experience with agency routines and procedures is of value since daily performance involves the sequence of certain operations.

There was some discussion of the policy of taking on new people on the staff during the process of laying off old workers. The thinking was that ways should be kept open for improving a staff, that competence should take precedence over tenure of job as such and that a public relief program on a long time basis should require a better staff than could have been assembled at an emergency stage of relief. On the other hand, it was brought out that there is danger of rationalizing dismissals in the name of standards when less desirable motives may exist. We must be vigilant in seeing that the principle of competence is not misused.



New York SCAA Inaugurates Employees' Retirement Plan

The State Charities Aid Association of New York has inaugurated a retirement plan for its employees, designed to provide protection and security for the staff in old age, and to maintain staff efficiency by providing for the systematic retirement of older employees.

The plan adopted is that of the Teachers Insurance and Annuity Association of America—a non-profit organization primarily interested in providing retirement annuities to members of the teaching profession, and originally established by the Carnegie Foundation for the Advancement of Teaching. By participating in the TIAA plan, the SCAA and its employees are assured of a substantial financial saving in comparison with any similar plan in a commercial insurance company.

1938 DELEGATE CONFERENCE

SEATTLE, WASHINGTON

JUNE 24 AND 25

Russell Sage Foundation to Study Scope of Social and Health Interpretation

SOCIAL WORK'S steadily mounting interest in interpretation finds practical expression in the announcement of a study of current positions in interpretation and public relations in social and health agencies in the United States. Undertaken at the request of the Social Work Publicity Council, the study will be carried on by the Department of Social Work Interpretation of the Russell Sage Foundation. Both public and private agencies will be included.

The study will attempt, according to the introductory statement, to learn the number of positions in interpretation; how these positions are distributed geographically and by various fields of work; how interpretation is combined with other forms of work, the responsibilities and duties assigned to workers in such positions; the preparation required; salaries paid; and needs of both public and private fields for qualified personnel.

"An immediate and pressing demand for this information," the statement continues, "comes from those directly concerned with such positions, as employers and workers, as well as from persons considering publicity work as a vocation.

"In addition to the practical use of the results of the study to assist the groups mentioned above, the Department has another and somewhat broader objective in mind. This is a thoughtful consideration of the place or function of interpretation in public health and social work. There is a general acceptance of interpretation as a necessity; leaders in both fields constantly stress the importance of doing more of it and doing it better. This recognition is much more often expressed verbally, however, than by financial and administrative provision for carrying on the work."

The statement defines positions in interpretation and public relations as those concerned primarily with organized plans and efforts, either on a year-round or an occasional basis, to disseminate information for such purposes as cultivating understanding and goodwill; securing financial support; inviting use of social and health services, promoting social legislation and other forms of social action; and carrying on popular health and welfare education. Persons holding such

positions, it notes, are variously known as publicity directors or secretaries, directors of public relations, directors or secretaries of public information, educational secretaries, directors of public health education or information, editors, and assistants for various special services as radio, press, and so on.

Plans for the study were presented at a luncheon conference on February 2 to executives and publicity directors of a group of national agencies whose affiliated local membership includes approximately 10,000 organizations. Informational and promotional services sponsored by these agencies account for many of the positions with which the study will deal.

The location of such positions through a country-wide census is already under way. This count will indicate, it is believed, the extent to which interpretation and public relations services have developed as specialized professional functions in social work and will furnish basic data for later sections of the inquiry. The census will be made by means of a simple questionnaire which is now being widely distributed, with the assistance of national agencies, to organizations in which it is thought there may be such positions. Information and suggestions as to the location of positions will be welcomed by the Department, which is prepared to supply questionnaires to any agencies or persons requesting them.

An examination of the various positions revealed by this preliminary inquiry will form the second section of the study. This will consist of an intensive analysis of training and experience in relation to salary range, agency program requirements and other factors affecting the status of the individual worker in the particular job.

Other units will be a survey of interpretation and public relations services in relation to community, rather than agency, needs and a survey of training opportunities for present and prospective workers in this field. This final section will include a listing of available courses in schools of social work and in other professional schools by means of which the worker may secure the background knowledge and technical skills necessary to equip him for a high standard of performance.

The study as a whole will be continued throughout 1938, but it is hoped that a preliminary report of the census of positions can be presented in June at the annual business meeting of the Social Work Publicity Council in Seattle.



At the November 11th meeting of the **Philadelphia Chapter**, Dorothy Kahn reported that the Committee on Government and Social Work had decided to organize to explore the fundamental philosophies of the relationship of government and the field of social work; these philosophic bases to be presented to the chapter in the form of a suggested creed. She said it was hoped that these bases would then be used as a point of departure for study groups and new committees. On December 9th, the "Relation of Social Work to the Labor Movement" was discussed both from the standpoint of labor and social work.

The program committee reported, at the December 7th meeting of the **Pittsburgh Chapter**, that they hoped to have someone from the Pittsburgh Press talk on "A Newspaper Man Looks at Social Work" at the next meeting. The committee planned to have a special consultation with younger members, at a program committee meeting, to secure advice on intensification of the chapter's work. Plans are also under way to do a bibliography on matters of current interest.

Horace Taft spoke on the "Merit System vs. the Spoils System" at the December 9th meeting of the **Connecticut State Chapter**, and Walter West talked on how the merit system ties up with the ideals of the AASW.

A report of the joint session of the State Conference of Social Welfare and the executive committee of the AASW was given at the **Iowa Chapter** meeting on December 4th. It was decided at this session that the State Conference of Social Welfare should be the key group through which factual material regarding social work should be presented to the state legislature. The committee will work through the regional conferences already organized and other groups and organizations interested in social work in an effort to interpret to the communities the kind of social legislation needed.

At a **Twin City Chapter** meeting, November 17th, a resolution was proposed concern-

ing the dismissal of two chapter members from the service of the State Board of Control, and a motion was made that the chairman appoint a chapter committee of inquiry to follow this up.

Agnes Hanna, of the Children's Bureau, U. S. Department of Labor, talked on the "Function of Public and Private Agencies Within the District of Columbia" at the December 14th meeting of the **Washington, D. C., Chapter**. She emphasized standard setting in the matter of finance and control of intake.

The members present, at the December 21st meeting, indicated that information on legislative matters is wanted. It was suggested that the committee on legislation bring specific legislation to the attention of the entire membership and also, that they give certain agencies information regarding legislation on which the agencies might wish to take action.

John Hall, of the Council of Social Agencies, presented a Report on a Survey of Relief in Franklin County, at the November 8th meeting of the **Columbus Chapter**. The survey was made under the auspices of the Council of Social Agencies by three graduate students at Ohio State University who used the material for a thesis. The executive committee of the Council acted as an advisory committee, in cooperation with the family division of the Council. All the agencies in this field cooperated in the study. They sought to answer these questions:

1. What is the composition of the relief load in Franklin County?
2. Does it represent the total relief load? What of those who were dropped in the "purge"?
3. Is relief just an emergency problem?
4. Are present relief standards adequate?
5. Is the relief situation in this county or state unique?
6. What should we do?

A citizen's committee is to be appointed to determine what use is to be made of this report. Mr. Hall stated that this material is available to anyone who may wish to use it.

Division on Government and Social Work

Meeting Planned in Washington, March 26, 27
To Discuss Current Programs and Next Steps

A TWO-day program, which will include discussion and executive sessions, is planned by the National Division on Government and Social Work for March 26 and 27 (Saturday and Sunday) in Washington, D. C. Announcement of the meeting has already gone to division members and the response to date indicates a large attendance.

The tentative program, which is in the process of completion, provides for members to hear from representatives of the House and Senate, administrators of federal assistance and employment programs as well as to take part in general discussions.

The program as outlined is as follows:

Date: March 26, 27, 1938

Place: Mayflower Hotel
Washington, D. C.

Saturday 10 A.M.

Executive session and discussion.
Dorothy Kahn, chairman, presiding.

Saturday 2 P.M.

The State of the Nation.
Speakers to be announced.
To be followed by an open forum.

Saturday 7:30 P.M.

Current Federal Assistance, Employment and Insurance Programs.
Speakers to be announced.

Sunday 10 A.M.

Open forum discussion.
Chairman to be announced.
Subjects: The Immediate Relief Situation,
An Evaluation of Current Programs,
Necessary Next Steps?

Sunday 2 P.M.

The Formulating of a Total Program.
Dorothy Kahn, chairman, presiding.
Discussion and Adoption of a Platform.

According to plans now under discussion, the Saturday afternoon and evening and Sunday afternoon meetings will be open to invited guests and it is planned to invite representatives of various organizations and groups interested in governmental assistance and insurance programs, as well as members of the House and Senate and representatives of vari-

ous governmental agencies. The Saturday and Sunday morning sessions will be open to division and executive committee members only.

As the meeting is an official session of the Division on Government and Social Work, members of the division may anticipate their traveling and hotel expenses will be assumed by the Association. Although members of the executive committee are being invited, it will not be possible for the Association to pay expenses for executive committee members. Although a formula has not yet been worked out in detail, it is quite possible that chapter officers and division members in chapters in the vicinity of Washington will be eligible to attend the open sessions if they feel so inclined.

An outline questionnaire of pertinent questions in respect to the operation, adequacy and relationships of various employment, insurance and assistance programs in local areas, around which the discussion periods of the meetings will revolve, is being sent to members of the division this week. Copies of this outline will be also sent to chapters for their information.

Background material which may be of interest to division members in connection with their preparation for the Washington meeting will be sent out from the national office during the next two weeks. Members are being asked to come to the meeting prepared to discuss current federal, state and local programs as they operate in their *own areas*. In this way the division hopes to supplement the findings of its national survey of relief needs with actual data on functional problems.

All data included in the relief needs survey and brought out in the discussions at the Washington meeting will be made available to the Special Senate Committee on Unemployment and Relief for its consideration, as well as to members of the House and Senate.

The theme of the two-day session will be an attempt to examine and evaluate current needs and current programs on a local, state and federal basis, taking into consideration personnel practices, administrative machinery, appropriations and resources in an effort to formulate and restate the Association's official position in respect to necessary and desirable next steps.

Association Financial Statement

Comparative Tables Indicate Budget Estimate and Actual Expenditures for 1937 and Budget Estimates for 1938

THE tables below show the financial position of the Association at the close of the fiscal year December 31, 1937. The first table of figures is based on the report and examination of the Association's books by Haskins and Sells, Certified Public Accountants, and indicates actual expenditures for 1937 under specific budget headings. The second column shows the 1937 budget estimates for each item as set up by the Executive Committee. The third column shows corresponding estimates for the current year 1938. The report of the auditors is on file at the national office.

The budget estimates and auditors' report show receipts and expenditures under two headings, to wit: Budgeted Receipts and Disbursements and Non-Budgeted Receipts and Disbursements. The items under the latter classifications offset each other. Chapter dues are collected by the national office and then disbursed to chapters. The rental grant is in effect an exchange of checks. The Association disburses \$2,982.50 for rent to the Russell Sage Foundation and in return receives a Foundation grant for the same amount.

<i>Statement of Cash Receipts and Disbursements for the Year Ending December 31, 1937</i>		<i>Budget Estimate for Year Ending December 31, 1937</i>	<i>Budget Estimate for Year Ending December 31, 1938</i>
BALANCE, JANUARY 1	\$8,490.80	\$8,490.80	\$6,109.35
BUDGET RECEIPTS:			
Membership dues	\$63,711.95	\$62,400.00	\$64,000.00
Less refunds, \$1,291.25, and bad checks, \$33.00	1,324.25		
Remainder	\$62,387.70	2,350.00	2,500.00
Publications	2,445.58	235.00	250.00
Miscellaneous	235.49		
Total budget receipts	\$65,068.77	\$64,985.00	\$66,750.00
BUDGET DISBURSEMENTS:			
Salaries	\$38,967.33	\$38,707.04	\$41,320.00
Office expenses	9,140.65	9,250.00	10,200.00
Committee travel	5,954.94	6,300.00	8,500.00
Staff travel	3,805.29	3,800.00	4,000.00
Compass	5,532.70	5,600.00	6,000.00
Publications	1,251.93	1,250.00	1,250.00
Conferences	2,259.41	2,259.41	1,500.00
Total budget disbursements	\$66,918.25	\$67,166.45	\$72,770.00
Excess of budget disbursements over receipts	\$1,849.48	\$2,181.45	\$6,020.00
NON-BUDGET RECEIPTS:			
Rental grant—Russell Sage Foundation	\$2,982.50	\$2,982.50	\$2,982.50
Chapter dues received	18,040.86	18,000.00	19,000.00
Repayment of loans to chapters		200.00	200.00
Total non-budget receipts	\$21,023.36	\$20,982.50	\$22,182.50
NON-BUDGET DISBURSEMENTS:			
Rent against grant	\$2,982.50	\$2,982.50	\$2,982.50
Chapter dues disbursed to chapters	18,040.86	18,000.00	19,000.00
Loans to chapters	200.00	200.00	
Total non-budget disbursements	\$21,223.36	\$21,182.50	\$21,982.50
Excess of non-budget disbursements over receipts	\$200.00	\$200.00	
EXCESS OF TOTAL DISBURSEMENTS OVER TOTAL RECEIPTS	\$2,049.48	\$2,381.45	\$5,820.00
BALANCE, DECEMBER 31	\$6,441.32	\$6,109.35	\$289.35

* Balance



THE CASE WORKER INTERPRETS. The Social Work Publicity Council, New York. 16 pp. Paper cover. Twenty-five cents.

Many organizations, many case workers have come to grips with the problem of interpretation. From their experience has come this bulletin, made up in part of excerpts from papers presented at a joint meeting of the Social Work Publicity Council and the Family Welfare Association of America, held in Indianapolis in connection with the 1937 session of the National Conference of Social Work, and in part of brief descriptions of projects in interpretation that have been selected as typical of many reported by correspondence either to the Council or to the FWAA. All material has been made available by courtesy of the authors or of the sponsoring organizations.

A SOCIAL STUDY OF PITTSBURGH; COMMUNITY PROBLEMS AND SOCIAL SERVICES OF ALLEGHENY COUNTY. By Philip Klein and collaborators. Published for The Social Study of Pittsburgh and Allegheny County by Columbia University Press, 2960 Broadway, New York City. Pp. xxviii+958. \$4.75.

A Social Study of Pittsburgh is concerned with social work and health services in Pittsburgh and Allegheny County. It deals with the ways and means by which organized philanthropy and government now try to meet the diverse needs of the county's population through social service, medical care, and preventive activities. What are the needs to be met; what produces them; are voluntary and public agencies organized, staffed, and coordinated so as really to meet most effectively the needs they were created to serve? This volume is an attempt to answer these questions.

The contents of the volume are divided into two major parts: the first devoted to an attempt at etching the social and economic background of the community life in and for which the social services operate; the second given to the specific problems of the organization of social and health work. The result is

the largest social work survey that has ever been made in this country in a large community. Much careful planning preceded the field study of eighteen months under the direction of Philip Klein of the New York School of Social Work. Some thirty people worked on the staff, in addition to a dozen advisory committee members and consultants of national reputation.

THE DIARY OF A HOUSING MANAGER. By Abraham Goldfeld. Published by National Association of Housing Officials, Chicago. 1938. 115 pp. \$1.00.

Mr. Goldfeld's Diary of a Housing Manager, a record of his ten years' experience as manager of the Lavanburg Homes on the lower East Side of New York City, does more than answer many questions on housing management. It is a personal, revealing document, the abridged edition of a day-by-day diary begun before the homes were completed and continued during a decade of almost exciting experience.

Lavanburg Homes, one of the few privately endowed housing projects in the midst of the growing demand for large-scale, low-cost housing, has been an oasis in the desert of New York's lower East Side since 1927.

THE MENTALLY ILL IN AMERICA, A HISTORY OF THEIR CARE AND TREATMENT FROM COLONIAL TIMES. By Albert Deutsch. Doubleday-Doran & Company.

Tracing the care and treatment of mental cases from the Grecian period through the Middle Ages, our Colonial period and up to the present, Mr. Deutsch unfolds a story that is as fascinating as it is authentic and valuable.

The struggle of those in the vanguard of the mental hygiene movement to secure decent, humane and intelligent care and treatment for the mentally ill and their eventual success in changing the whole conception of treatment is told with a fine care for objective reporting. Students of this subject should find this book indispensable as a source of ready information and reliable facts.

PERSONNEL POLICIES IN PUBLIC HEALTH NURSING: A Report of Current Practice in a Sample of Official Health Agencies in the United States. Prepared for the Committee on Personnel Practices in Official Agencies of the National Organization for Public Health Nursing. By Marian G. Randall, New York. The Macmillan Company. Pp. vii + 170. \$2.00.

There are approximately 12,000 public health nurses employed by official agencies in the United States. One-sixth of this number are employed in the 59 tax-supported agencies whose personnel policies were studied for this report. The agencies selected for study were carefully chosen in terms of variation in size, geographical distribution, and representation of different levels of government. The detailed findings of the inquiry are discussed under the following headings: educational requirements; salaries; methods of selection of personnel; application forms; promotions and rating; health examinations; citizenship, residence, age, personality; hours of work, vacations, leaves of absence; retirements, pensions, and insurance. Chapter committees which are working on personnel standards or employment practices will find this little volume a useful outline for local projects. Many of the findings and recommendations have considerable application to the field of social work.

R.T.L.

HANDICRAFTS OF THE SOUTHERN HIGHLANDS. By Allen H. Eaton. Published by Russell Sage Foundation, 130 East 22nd St., New York, N. Y. 346 pp. \$3.00.

The book deals particularly with the handicrafts of the Southern Appalachians with their pioneer background and especially with their modern revival and present-day practice. The last section of the work treats of the handicraft movement in rural America, and of the potentialities of the handicrafts in the fields of adult education and of recreation. There are one hundred and twelve full page illustrations, eight of them in color and the remainder in photogravure, including fifty-eight photographs of mountain life and workers in the handicrafts made especially for the book by Doris Ulmann.

The Twin City Chapter is taking a part in attempting to raise the personnel standards in the Minnesota Relief Department and has opened its Labor Relations Section to members of other social groups.

City of Baltimore Civil Service Commission In-Service Training Supervisor, Department of Public Welfare

Applications must be on file in the office of the City Service Commission of Baltimore, 107 City Hall, not later than March 21, 1938. The City Service Commission of Baltimore will hold an unassembled competitive examination for the above named position. Applicants must be citizens of the United States, not less than 30 and not more than 45 years of age. At present there is one vacancy at a salary of \$3,000 per annum.

DUTIES.—Under direction, to instruct the staff in the duties related to the Department of Public Welfare; to prepare a program and to teach staff policies, procedure and underlying background of history and philosophy in Public Assistance, Aid to Dependent Children, Old Age Assistance, Aid to the Needy, Blind and Child Welfare; to arrange conferences with the supervisory staff and workers; to conduct staff conferences; to direct and develop in-service training activities.

QUALIFICATIONS.—Graduation from a college of recognized standing; graduation from an approved school of social work; responsibility for training and supervision of staff in an agency where basic relief needs were serviced; thorough knowledge of case work; ability to develop and perform as an in-service training supervisor; ability to get along well with others; administrative ability; and good address.

UNASSEMBLED EXAMINATION.—Competitors will be mailed their training and experience forms on or about March 21, and will be given a specified time to return their papers, which will be rated upon the extent and quality of their education and experience related to the duties of the position. Those who will receive a passing mark will be later assembled in Baltimore at their own expense for a personal interview.

APPLICATIONS.—Application forms may be obtained from the office of the *City Service Commission, 107 City Hall, Baltimore, Md.*

Social Work Interpreters of the Future?

(Continued from Page 15)

such a good solution. Unfortunately it is not, unless such persons first have a thorough understanding of and interest in the content and objectives of social work. Is it not better to think of techniques in publicity as tools used to achieve purposes which must be set by social work itself? This implies a much more effective use by social work of persons outside the field who have the technical equipment for education and interpretation, as well as a more conscious acquisition of publicity techniques by workers in the field who hold positions of strategic importance in relation to community contacts.

There is a good deal of evidence that a real awakening to the needs and methods of interpretation is occurring among social workers, and this gives promise of real advances provided we do not push too hard until we know where we are going.

Useful as General Introduction to the Field—The Book List
Permanent Value for Student of Social Work—Technical Literature

Masterly Summary—Penna. Social Work

Fine Discussion of Social Values—Public Welfare Journal

Three Books

THAT MAKE A SOCIAL WORK BOOKSHELF!

Excellent

Collection

of Papers

—Public Welfare Journal

Rounded Picture of Relief Situation—Survey

One of Greatest Book Bargains in Social Work History—Social Service Review

→ **This Business of Relief**

Proceedings of the 1936 Delegate Conference

Offers Important Material
Reliable and Concise Piece of
Research—Red Cross Courier

Social Work Book of the
Month, November, 1937

Always Worth While—Public Welfare News

Poses Challenging Questions—The Family

→ **Unemployment and its Treatment in the United States**

Report to 1937 International Conference of Social Work

→ **Four Papers on Professional Function**

Prepared for and Delivered at 1937 Delegate Conference

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